

STRATEGIC AIM – WHAT WE ARE TRYING TO ACHIEVE?	STRATEGIC OBJECTIVE – WHAT WILL WE DO?
<b>PRIORITY THEME 1 – Delivering Sustainable Development</b>	
<b>1.1</b>	
Develop a 50 year vision for Rutland by 30th April 2020	<ul style="list-style-type: none"> <li>• By 30th November 2019: Put in place a Cabinet-agreed, comprehensive process for the development of the 50 year vision</li> <li>• By 30th June 2020: Cabinet approval in place of draft 50 year vision for consultation</li> <li>• By 31st August 2020: Have undertaken consultation on the draft 50 year vision</li> <li>• By 30th November 2020: 50 year vision approved by Council</li> </ul>
<b>RESOURCE IMPACT: I</b>	
<b>RESPONSIBILITY :</b> Leader / Chief Executive	
<b>PROGRESS:</b>  We launched the Future Rutland Conversation on 1st April 2021 to engage with residents, visitors and businesses and gain their views of what they prioritise about living in the county. This engagement will run until 1st June and the findings will be used to shape a Vision for the county and future policies and strategies, with the support of residents and key stakeholders.	
<b>1.2a</b>	
Support the delivery of high quality employment opportunities	<ul style="list-style-type: none"> <li>• By 31st December 2020: Support the availability of increased employment land supply within the revised local plan</li> <li>• By September 2020: Develop a strategic plan for the future development of Oakham Enterprise Park, as part of the wider Asset Management Plan, to provide facilities for the growing businesses of Rutland</li> </ul>
<b>RESOURCE IMPACT: I</b>	
<b>1.2b</b>	
Commit to the development of a strategic plan for Oakham Enterprise Park by 31 <sup>st</sup> Sept2020	

**RESOURCE IMPACT: B**

**RESPONSIBILITY :**

- Portfolio Holder for Rutland One Public Estate & Growth, Tourism & Economic Development, Communications, Resources (other than Finance)
- Strategic Director of Place

**PROGRESS :**

Development of a strategic plan for Oakham Enterprise Park and development of the wider Asset Management Plan was delayed due to Covid-19 pandemic. Work now underway to develop a plan for Oakham Enterprise Park in the context of a wider Asset Management Plan looking at council owned assets. Plan expected to be in place Autumn 2021.

Local Plan submitted to Government on 3<sup>rd</sup> February 2021, now awaiting examination.

**1.3**

Provide homes that young families can afford

- By 31st October 2019: Map the county’s current available housing to support young families (including our growing military community) seeking affordable housing solutions and ensure that Section 106 conditions are being defined and are being met
- By 31st October 2019: To have an agreed definition of ‘affordable’ for Rutland

**RESOURCE IMPACT: B**

- By September 2020: Complete the masterplan for a new Garden Community at St. George’s with the potential to deliver 2,315 new homes, of which 30% will be affordable

**RESPONSIBILITY :**

- Portfolio Holder for Environment, Planning, Property, and Finance
- Strategic Director of Place

**PROGRESS :**

Completed

**1.4**

Improve broadband and mobile services

- Continue to expand fibre across the county and deliver 100% access to all public sector premises by 2022, ensuring the focus on access to Fibre to the Premise - targeting 100% coverage to enable all villages access by 2024
- By 2024: Work with stakeholders to deliver a plan for the provision of 5G

**RESOURCE IMPACT: I**

**RESPONSIBILITY :**

Leader / Strategic Director of Place

**PROGRESS :**

We continue to expand fibre across the county and deliver 100% access to all public sector premises by 2022, ensuring the focus on access to Fibre to the premises by 2022.

The LFFN project to upgrade 53 public sector sites in Rutland and 2 Rutland PCN related out of county GP sites (Somerby, Gretton surgeries) with full fibre gigabit capable networks was completed by end March 2021 deadline with 97% coverage of eligible public sector sites achieved through this mechanism (exceptions Ryhall Village Hall, Ruddington Village Hall who withdrew from the programme and Cottesmore Academy – descoped from programme).

The LLFN programme expands the full fibre footprint into villages with the networks ready to be exploited commercially (stimulus) or via further programmes i.e. Project Gigabit gap funded programme to roll out full fibre to areas not covered in commercial plans with Rutland announced within the DCMS Phase 1 procurement (Cambridgeshire and surrounding areas) due to launch Spring / Summer 2021. Investment into the LFFN upgrades will improve viability for achieving target coverage together with further support available for hardest to reach via the new Nationwide Gigabit Voucher scheme launched 8th April 2021.

By 2024: work with stakeholders to deliver a plan for the provision of 5G  
Update sessions with commercial mobile broadband providers being scheduled to understand deployment plans for 3G, 4G in not spots and investment plans in future 5G deployment.

Investment in full fibre networks referred above will continue to support commercial deployment of mobile broadband through availability of full fibre backhaul to connect new masts etc.

**1.5**

Ensure that development is supported by services, facilities and transport infrastructure

**RESOURCE IMPACT: I**

- By January 2020: Ensure review of Local Plan includes an update of the Infrastructure Delivery Plan - Section 106 are well defined and are being met
- Deliver connectivity for those who rely on public transport and most in need, target through Public Transport Strategy procured and implemented by 2021
- Lobby regionally and nationally for an upgrade to the A1 from Peterborough to Blyth to ensure that the first improvements commence between 2025 and 2030

**RESPONSIBILITY :**

- Portfolio Holder for Environment, Planning, Property, and Finance
- Strategic Director of Place
- Portfolio Holder for Culture and Leisure, Highways & Transportation & Road Safety Strategic Director of Place

**PROGRESS:**

Planning works for the Passenger Transport Strategy (PTS) project took place in time and were due to be rolled out in March 2020. Due to lockdown, all work on the PTS project ceased due to lack of bus service operation and advice not to use them. A decision of when to re-start this project is required.

**1.6**

Adopt a sound Local Plan to deliver a minimum of 160 homes each year

- Submit Local Plan for examination by late 2020 and to be in place by 2021 for the period to 2036
- By January 2020: Develop a County-wide Design Code as a supplementary planning document (SPD)

**RESOURCE IMPACT: B****RESPONSIBILITY :**

- Portfolio Holder for Environment, Planning, Property, and Finance
- Strategic Director of Place

**PROGRESS:**

Local Plan submitted to Government on 3rd February 2021, now awaiting examination. Draft County-wide Design Code approved for consultation by Cabinet which ended in March.

**1.7**

Develop an Environmental Policy to meet Rutland's needs and meet the challenge of climate change

- By December 2019: Council to consider a motion to respond to the Climate Change
- By March 2020: Produce an overarching Environmental Strategy
- By January 2020: Scrutiny Panel Task and Finish Group to provide input to a Biodiversity Policy
- Produce a Municipal Waste Management and Streetscene Strategy by April 2020, in preparation for tendering new contract commencing 2021

**RESOURCE IMPACT: I**

- By July 2020: Produce a Corporate Sustainability Strategy followed by an Environmental Enforcement Strategy by September 2020

**RESPONSIBILITY :**

- Portfolio Holder for Environment, Planning, Property, and Finance
- Strategic Director of Place

**PROGRESS :**

Council approved the motion to respond to Climate Change and committed to a number of actions including the production of a biodiversity strategy.

Municipal Waste Management and Streetscene Strategy delayed to September 2021 due to Covid

Environmental Enforcement Strategy delayed to December 2021 due to Covid.

By September 2021 commission the Carbon Trust to prepare a baseline assessment of the Council's footprint and by December 2021 develop an action plan to achieve carbon reduction.

**PRIORITY THEME 2 – Vibrant Communities**

**2.1**

Protect, maintain, enhance and conserve what makes Rutland great

**RESOURCE IMPACT: I**

- Explore opportunities to develop and promote our cultural services so they are self-sustaining and accessible for residents and visitors.
- By June 2020: Complete feasibility work for future sustainable operation of Museum and report to Cabinet
- By June 2020: Develop sustainable proposal for operation of castle post-Heritage Lottery Fund funding

**RESPONSIBILITY :**

- Portfolio Holder for Culture and Leisure, Highways & Transportation & Road Safety
- Strategic Director of Place

**PROGRESS :**

Feasibility work and proposal has been delayed by the pandemic, however funding has been secured through the Culture Recovery Fund to undertake a review and formulate proposals during 2021.

## 2.2

Improve access for children and young people to 'be engaged out of school

### RESOURCE IMPACT: B

- Sustain and grow both in and out of school time activities at our libraries, museum and castle year-on-year on a sustainable basis
- By 31st December 2020: Plan, organise and deliver sustainable programme of sports and recreation events to encourage residents, especially children, to stay healthy
- By 31st December 2020: Produce report with view to utilising library front desk operations to access RCC services

### RESPONSIBILITY :

- Portfolio Holder for Culture and Leisure, Highways & Transportation & Road Safety
- Strategic Director of Place

### PROGRESS :

Sustainable programme developed to underpin the Holiday Activities and Food programme and will be rolled out through 2021.

Plans for front desk operations are being reviewed due to the impact of the pandemic.

## 2.3

Explore the opportunities for new and improved cultural and leisure opportunities for Rutland

### RESOURCE IMPACT: I

- By April 2020: Review current provision of leisure facilities, including gap identification
- By March 2021: Develop a viable strategy for delivering sustainable, forward looking leisure facilities for all residents to benefit from.

### RESPONSIBILITY :

- Portfolio Holder for Culture and Leisure, Highways & Transportation & Road Safety
- Strategic Director of Place

### PROGRESS :

Project delayed by the pandemic. Project Board now authorised by Cabinet and consultancy appointed to lead on Needs Analysis work which will lead to a proposal for Cabinet consideration in July / August.

## 2.4

Make our roads safer

- By December 2019: Produce a new Road Safety Strategy that suits the needs of a rural community

**RESOURCE IMPACT: I**

**RESPONSIBILITY :**

- Portfolio Holder for Culture and Leisure, Highways & Transportation & Road Safety
- Strategic Director of Place

**PROGRESS :**

Delayed due to Covid. Realistic revised date for this will be that work will re-start in summer 2021 with a view to the strategy being ready in spring 2022.

**2.5**

Work with partners to protect and enhance healthcare within our community

**RESOURCE IMPACT: I**

- By April 2020: Support the development of the ‘Rutland Primary Care Network’ to improve patient outcomes and reduce the pressures faced by practices
- By March 2021: Work with health partners to resolve issues around GP practice capacity
- By September 2021: Provide a joint team around GP practices to support people with issues not directly related to medical conditions and free up GP appointments
- By March 2021: Work with health partners to protect and improve access to wider health services such as outpatients, urgent care, minor injuries and community hospital beds
- By March 2022: Improve co-ordination between care homes and health services, to actively promote good health, leading to improved outcomes and avoidance of health and care activity and costs (e.g. reductions in preventable hospital admissions)
- By: March 2022: Explore opportunities to jointly commission new provider models for health and care

**RESPONSIBILITY :**

- Portfolio Holder for Safeguarding – Adults, Public Health, Health Commissioning & Community Safety
- Strategic Director for People

**PROGRESS :**

- Supporting development of PCN complete.
- Other health related objectives delayed due to pandemic.

## 2.6

To provide an inclusive and high quality learning offer and to support the expansion of our schools and learning to meet need

### RESOURCE IMPACT: I

- By December 2019: Refresh the Education Framework to more closely define the schools and the Council's future role and accountability for education development and careers support
- By 31st March 2020: Develop a plan for providing school capacity against need across Rutland to ensure there are sufficient school places
- By July 2020: Review Special Educational Needs and Disability funding models for schools and single providers to make sure that we are spending funding in the most effective manner
- By Sept 2021: To ensure there is high levels 16-18 year olds engaged in Education Employment & Training through a wide local post-16 offer including, apprenticeships and Further Education, by influencing and shaping the education and training market and working in partnership with colleges, Industry and Local Businesses
- By Sept 2021: Review existing Designated Special Provisions to ensure that they remain best placed to meet the current needs of children in Rutland
- By Sept 2021: Continue to expand our In-County special education options for children with SEND so more children are educated closer to home.
- By Sept 2022: To support and enable our Early Years Settings to meet the needs of all children and families and provide training and development opportunities for those staff, so all Rutland families have access to early education and childcare which is judged good or better

### RESPONSIBILITY :

- Portfolio Holder for Lifelong Learning, Early Years, Special Educational Needs & Disabilities, Inclusion, and Safeguarding – Children & Young People
- Strategic Director for People

### PROGRESS :

- Education Framework has been refreshed – will be reviewed again in Autumn 2021 to take into account changing landscape due to the pandemic.
- Schools Capital Programme has been initiated (subject to Council approval) which will provide additional secondary school places in Rutland to ensure sufficiency.
- Excellent performance in relation to 16-18 year olds in Education or Training:
  - Rutland 97.4%
  - East Midlands 93.5%
  - Statistical Neighbour 93.4%



- England 93.1%
- DSP reviews are ongoing – some delay due to the pandemic and emerging issues at secondary level.
- Early years provision remains good and sufficient to meet need. Good use of virtual learning throughout pandemic and weekly briefings to ensure up to date with changing guidance.

### PRIORITY THEME 3 – Protecting the Vulnerable

#### 3.1

Improve services that care for our Children protect them from risk and harm

- By November 2019: Implement a revised performance and quality management approach for Children’s Services to improve consistency of practice and compliance
- By December 2019: Deliver a quality improvement plan for Children’s Services that addresses recommendations by Ofsted and secures improved inspection outcomes
- By January 2020: Deliver a fully integrated first point of contact for early help and social care services so families needs are identified and met quickly

#### RESOURCE IMPACT: I

- By March 2021: To enhance the “Universal Offer” to children and families through working with local partners and building community resilience so more families access support at an earlier stage
- By March 2021: Implement Leicestershire, Leicester and Rutland (LLR) Domestic and Sexual Violence and Abuse Strategy to reduce the prevalence, likelihood and harm of domestic and sexual violence and abuse
- By March 2021: Implement new joint care placements framework and increase local placement options for children looked after and care leavers
- By April 2022: Deliver a refreshed Joint Exploitation strategy to continue to prevent and reduce exploitation in Rutland

#### RESPONSIBILITY :

- Portfolio Holder for Lifelong Learning, Early Years, Special Educational Needs & Disabilities, Inclusion, and Safeguarding – Children & Young People
- Strategic Director for People

#### PROGRESS :

Improvement plan in place for children’s services addressing key Ofsted areas for improvement, supported by improvement governance structure. The Children’s Improvement Board have continued to meet monthly since the end of March 2020, and this is supplemented

by the monthly Children’s Practice Oversight Group which informs the Board monitoring of the improvement plan. This complements the existing performance management and quality assurance frameworks.  
 QA framework has been refreshed – learning from QA being embedded.  
 Single front door for early help and social care is established.  
 LLR DA and exploitation strategy in place.  
 Placement sufficiency remains key focus – fostering recruitment campaign taking place in May. Delay due to pandemic. Rutland has access to the Gateway To Resources DPS run by Leicestershire. We also have access to the Nottinghamshire High Supported Accommodation DPS. Both of these give us access to approved external providers who are quality assured.  
 Work on care leavers accommodation options is ongoing but improved protocol in place with housing.  
 Children’s Services Offer being reviewed in light of changed working practices due to the pandemic and to enhance the virtual offer giving a wider reach to families in Rutland.

**3.2**

Protect and improve the lives of vulnerable adults

- By March 2020: Refresh Safer Rutland Partnership Plan and implement responsive quarterly priority setting to meet community needs and reduce incidents of crime
- By March 2020: Implement a new in-house approach to Disabled Facilities Grants to reduce delays for large adaptations
- By April 2020: Implement new fee structure for residential care to ensure there is a sustainable yet affordable care home placements available
- By March 2021: Continue to promote the new smart card system to make Direct Payments more accessible to more people
- By September 2021: Deliver a new carers approach so more carers are identified early and supported
- By September 2022: Implement a joint dementia strategy so that more people with dementia and their carers have access to care and support
- By March 2022: Draw together current in-house provider services into a new single community service that will enable more people to live independently with complex needs.

**RESOURCE IMPACT: I**

**RESPONSIBILITY :**

- Portfolio Holder for Safeguarding – Adults, Public Health, Health Commissioning & Community Safety
- Strategic Director for People

**PROGRESS :**

- The Safer Rutland Partnership 3 year Community Safety Strategy was approved in August 2020. There is an associated annual action plan across the five strategy priorities, progress on which is reported to each meeting of the SRP board.
- Bringing DFG in house, promote smart card system, new carers approach and in-house provider amalgamation complete.

**PRIORITY THEME 4 – Customer Focussed Services**

**4.1**

Develop and implement a new Customer Services Strategy

- By end of June 2020: Develop a new vision for Customer Services
- By end of June 2020: Agree a Customer Services Strategy and new Standards
- By end of March 2022: Implement new vision and model for Customer Services

**RESOURCE IMPACT: B**

**RESPONSIBILITY :**

- Portfolio Holder for Rutland One Public Estate & Growth, Tourism & Economic Development, Communications, Resources (other than Finance)
- Strategic Director Resources

**PROGRESS :**

The new vision and strategy for Customer Services was deferred due to the pandemic. A new model for Customer Service Centre will be put forward in Spring for approval by Members as part of budget review work. This will propose a move towards more online access for those who want to alongside a face to face offer by appointment only. Some work has been done on standards which will be revisited shortly alongside a Digital Strategy.

**4.2**

Develop customer responsive systems

- By December 2019: Review approach to responding to Fix My Street (and/or My Account) referrals with a view to improving timeliness and quality of response by keeping residents informed on the progress of their issues

**RESOURCE IMPACT: I**

**RESPONSIBILITY :**

- Portfolio Holder for Rutland One Public Estate & Growth, Tourism & Economic Development, Communications, Resources (other than Finance)
- Strategic Director Resources and Strategic Director of Place

**PROGRESS :**

This work has been completed from a technical viewpoint. There is an ongoing project with the Highways Team to look at end to end processes and how FMS works in practice and alongside MyAccount.

**4.3**

Develop a sustainable Medium Term Financial Plan to support service delivery

- Develop a sustainable budget plan and Rutland offer to cover spending review period by the date of the next Government Spending Review (expected in 2020)
- Take action to maintain Medium Term Financial Plan (MTFP) balances above the minimum level as part of budget setting based on Fair Funding Formula within six months of information being provided
- By September 2020: Include linkage and synergy to an Asset & Investment Strategy that identifies local risk feasible opportunities for acquisition and investment

**RESOURCE IMPACT: I**

**RESPONSIBILITY :**

- Portfolio Holder for Environment, Planning, Property, and Finance
- Strategic Director of Resources

**PROGRESS :**

The Council does not have a sustainable budget plan with annual settlements continuing and funding reforms deferred by central Government deferred. The Council has written down its Offer and is now doing a budget review with the aim of closing the 21/22 funding gap of £2.4m. The short term aim is to reduce the gap to £1m by the end of 21/22. Balances are still above the minimum level of £3m. A report will be brought to Members in May/June.

The Council has an Investment Strategy but initial work has not identified suitable local opportunities that balance risk and reward.

#### 4.4

Enhance digital access to services  
- Launch 'My Account'

- By end of June 2020: Formal launch of My Account (on-line customer portal)
- By September 2020: Complete review of website improvement programme including ensuring compliance with Accessibility Standards

#### RESOURCE IMPACT: I

#### RESPONSIBILITY :

- Portfolio Holder for Rutland One Public Estate & Growth, Tourism & Economic Development, Communications, Resources (other than Finance)
- Strategic Directors Resources and Place

#### PROGRESS :

The launch date for MyAccount was delayed due to the pandemic. We are hoping for a launch in the summer (provisionally July) but this will depend on the position with the pandemic.

The work on website accessibility has been completed.